



# **IDAHO DEPARTMENT OF LANDS**

## **STRATEGIC PLAN FY2010 - FY2013**

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### **Mission – Regulatory/Assistance/Protection**

To provide professional assistance to the citizens of Idaho to use, protect and sustain their natural resources.

### **Mission – Endowment**

To professionally and prudently manage Idaho's endowment assets to maximize long-term financial returns to public schools and other trust beneficiaries.

### **Vision**

We are resource professionals leading change through innovation, creativity and employee empowerment.

**PURPOSE**

Provide key services and critical management information in support of the overall activities of the Department. Develop policy and procedures that are in compliance with state statutes and that provide for the most efficient and effective delivery channels. Provide planning oversight and assist Area personnel with the optimization of endowment assets to ensure the maximum long-term financial return for endowment beneficiaries.

Goal	Objectives	Strategies	Measures
1. Enhance organizational effectiveness	1. Provide timely, defensible data and information to guide department decisions	a) Develop a user driven, comprehensive management information systems plan that prioritizes information development and distribution	<ul style="list-style-type: none"><li>• Develop and implement enterprise GIS data storage and management plans [FY10]</li><li>• Upgrade, maintain and fully utilize core financial systems to ensure a common infrastructure and reporting platform [ongoing]</li><li>• Scope and incorporate all endowment programs into common financial software [FY10]</li><li>• Implement improved ad hoc and structured financial reporting [FY10, ongoing]</li></ul>

Goal	Objectives	Strategies	Measures
		b) Develop and implement financial criteria to evaluate endowment land assets and activities	<ul style="list-style-type: none"> <li>• Work with bureaus and program managers to develop simple, specific financial metrics to evaluate asset performance [FY10]</li> <li>• Continue development of comprehensive asset management guidelines [FY10]</li> <li>• Design and implement a budget development panel to educate managers on agency budget and legislative processes [ongoing]</li> <li>• Establish performance metrics for each asset classification [ongoing]</li> <li>• Develop and implement reporting standards in partnership with other western states [ongoing]</li> <li>• Report transaction results annually [ongoing]</li> </ul>
2. Attract and retain a well trained workforce	1. Ensure current and future needs of the Department mission are met	a) Develop and implement programs and processes by which the best available talent (external or internal) is acquired and deployed.	<ul style="list-style-type: none"> <li>• Develop an efficient and effective process to increase the skills and competencies of our interview teams to ensure that we identify talent which best fits Department objectives, culture and skills requirements [FY10]</li> </ul>

Goal	Objectives	Strategies	Measures
		b) Design and implement a succession management plan that aligns leadership and talent with Department objectives and needs	<ul style="list-style-type: none"> <li>• Complete senior management position assessment schedules [FY10]</li> <li>• Develop and implement tools that will provide employees with a foundational methodology for leading, managing and participating on high performance teams [FY10-FY13]</li> <li>• Create and implement a career development system that provides opportunities for career mapping and advancement of KSA's [FY10]</li> <li>• Employee of the year award and at least one spontaneous recognition event per Supervisory Area each year [ongoing]</li> </ul>
	2. Promote a supportive environment to engage employee contributions to the Department's mission and objectives	a) Continue support of the Department's formal and spontaneous employee recognition programs  b) Design feedback loops to gather "employee experience" information	<ul style="list-style-type: none"> <li>• Review and refine the new employee on-boarding process [ongoing]</li> <li>• Evaluate and enhance collection and distribution of employee feedback related to turnover, communication, general satisfaction [FY10]</li> <li>• Communicate important information to employees through the Intranet [ongoing]</li> </ul>

**PURPOSE**

To manage endowment trust forest lands to maximize long-term financial returns through continuous growth of the forest resource and sale of forest products based on land capabilities and Best Management Practices.

<b>Goal</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
1. Provide Program Leadership	1. Strengthen one of the Department's core businesses by implementing the Forest Asset Management Plan (FAMP)	a) Ensure that Idaho's forest trust lands continue to maximize financial returns that are commensurate with existing land values	<ul style="list-style-type: none"> <li>Several Key Performance Indicators (KPI's) will be measured annually and periodically throughout the plan horizon to evaluate FAMP performance.</li> </ul>
	2. Identify potential cost savings and revenue opportunities through improved business practices and/or operational changes	a) Review business practices and existing statutes, rules and contract language for potential changes and improved program benefits.	<ul style="list-style-type: none"> <li>Identify and develop recommendations for potential changes to existing business practices, statutes, rules, and contract language that result in program benefits.</li> </ul>
	3. Collect and summarize financial, operational, and biological data and information regarding endowment forest land management	a) Identify, categorize and manage data to achieve FAMP goals.	<ul style="list-style-type: none"> <li>Integrate and streamline data collection and reporting systems to gain efficiencies.</li> </ul>
2. Provide Program Support	1. Manage trust forest land base to capitalize on revenue producing opportunities	a) Identify forest trust lands that have a higher and better use based on changing market conditions and regional land-use studies and pursue land exchange, land sales, or other development opportunities where appropriate	<ul style="list-style-type: none"> <li>Utilize results from Financial KPI's to identify higher and better use lands.</li> </ul>

**Goal****Objectives****Strategies****Measures**

2. Ensure consistent, high quality internal information

- b) Secure permanent access to trust forest land
- a) Provide programmatic training opportunities and guidance to Supervisory Area personnel.
- b) Provide technical and administrative support to Supervisory Areas.

- Acquire at least five permanent easements per year and look for larger reciprocal easement exchange opportunities.
- Coordinate a minimum of three program based training opportunities per year
- Ensure maintenance of procedures manuals designed to assist field personnel in consistent administration of the trust forest management program.
- Assist the Supervisory Areas with the implementation of treatment objectives as identified in the Area specific FAMP's.

**Idaho Department of Lands  
Forest Resources Division  
Bureau of Forestry Assistance**

**PURPOSE**

To assist landowners in meeting their management objectives by providing up-to-date, practical forestry related expertise, and to ensure consistent, risk targeted application of regulatory programs.

<b>Goal</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
1. Provide Program Support	1. Ensure consistent, high quality internal information	a) Provide information exchange and training materials to Department field personnel	• Six educational opportunities provided in the field or electronically per year [ongoing]
		b) Ensure consistent statewide administration of the Forest Practices Act	• Conduct one inspection calibration training session for Forest Practices Advisors each year [ongoing]
	2. Provide a sound, state based funding foundation for integrated forestry assistance programs	a) Cooperate with stakeholders and partners to review integrated program goals and effectiveness	• Complete a study designed to identify priority issues and needs [FY10]
		b) Shift program funding to a dedicated, user funded account	• In conjunction with stakeholders, identifying opportunities for benefactor based fee structures [FY10]
2. Provide Program Leadership	1. Ensure consistent, high quality external information to non-industrial private landowners	c) Perform physical Forest Practices Act compliance inspections	• Complete risk based inspections on between 40-60% of all operations statewide [ongoing]
		a) Maintain mailing lists	• Keep mailing lists current and up-to-date [ongoing]



Goal	Objectives	Strategies	Measures
		<ul style="list-style-type: none"> <li>b) Develop information linking active, responsible forest management and forest health</li> <li>c) Work with agency cooperators to develop interactive, internet based education programs</li> </ul>	<ul style="list-style-type: none"> <li>• Annually publish material in six State Forester Forums on current forestry topics [ongoing]</li> <li>• Complete feasibility study for education training modules [ongoing]</li> <li>• Scope development of education training website [FY09]</li> <li>• Develop and maintain web based information and education modules [FY11; ongoing]</li> <li>• Conduct a minimum of three FPA training sessions annually; targeting diverse locations [ongoing]</li> </ul>
	2. Ensure that the purposes of the Forest Practices Act and its supporting regulations are delivered in an understandable, practical manner	<ul style="list-style-type: none"> <li>a) Provide training opportunities for non-industrial private landowners and operators</li> <li>b) Develop partnerships to enhance the credibility and currency of information regarding the impacts and contributions of forestry on Idaho citizens</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an integrated, comprehensive forest management data report; published annually by 12/31/xx each year [ongoing]</li> </ul>

**PURPOSE**

To provide timely and accurate professional assistance, technical expertise, and management of information to internal and external customers while promoting long-term revenue generation and environmental stewardship.

<b>Goal</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
1. Provide Program Leadership	1. Establish land management strategies and practices that maximize financial return and foster healthy asset condition	a) Provide program direction through procedures which integrate existing Department Policy, Land Board Policy, legal opinions, case law, rules and statutes	<ul style="list-style-type: none"> <li>• Post written procedures for all programs, transactions and administrative processes on the Intranet [ongoing]</li> <li>• Develop uniform procedures for all leasing and permitting transactions [ongoing]</li> <li>• Write business plans consistent with the Land Board's Asset Management Plan for all programs [Agriculture, Commercial, Grazing, Minerals, Conservation - FY10; Residential - FY11]</li> </ul>
		b) Improve program performance by evaluating market trends and implementing successful business practices	<ul style="list-style-type: none"> <li>• Establish a shared and updatable contact list related to all LMR programs for other Idaho state agencies and WSLCA members [FY10; ongoing]</li> </ul>
		c) Consider the strategies and methodologies of state agencies and other states' trust lands agencies when proposing program changes	<ul style="list-style-type: none"> <li>• Eliminate all backlogged LMR transactions and establish consistent and reliable processing turn-around times for all new transactions [FY10]</li> </ul>
	2. Establish an efficient and reliable administrative support system	a) Develop administrative support processes that are stream-lined and conducive to seamless flows of information between the SMR Bureau, LMR Admin Support, Fiscal and the Areas	<ul style="list-style-type: none"> <li>• Develop and improve the functionality of the IMS system and its interface with Navision [FY10; ongoing]</li> </ul>

Goal	Objectives	Strategies	Measures
		b) Coordinate with IT to develop procedures which implement "paper-less" systems	<ul style="list-style-type: none"> <li>• Utilize the LMR Document Exchange to deliver transaction documents between administrative units [FY10; ongoing]</li> <li>• Utilize TRIM for record management of all LMR Division documents [FY10 and FY11]</li> </ul>
	3. Ensure consistent regulatory program delivery	c) Ensure compliance with established procedures and performance measures a) Maintain program procedures that clearly communicate expectations to department personnel and the regulated public	<ul style="list-style-type: none"> <li>• Issue quarterly reports on auditing and turn-around time performance [FY10]</li> <li>• Maintain a working knowledge of regulatory practices and applicable laws used by other regulatory agencies [ongoing]</li> <li>• Establish audit processes to ensure statewide consistency in program implementation [FY10]</li> </ul>
	4. Maintain credibility and effective working relationships with Land Board members and Land Board staff	a) Produce defensible data and information for land management decisions and recommendations to the Land Board	<ul style="list-style-type: none"> <li>• Review Land Board Memos and the Official Transaction Report for quality control prior to posting on the Internet [ongoing]</li> <li>• Define critical reviews within all procedures to ensure accuracy of all information entered into and reported from IMS [FY10; ongoing]</li> </ul>

<b>Goal</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
2. Provide Program Support	1. Establish and maintain productive communications	<ul style="list-style-type: none"> <li>a) Provide programmatic training opportunities to SMR Bureau staff, LMR Admin Support and Area staff</li> <li>b) Maintain up-to-date documents and forms related to Department policies and program procedures</li> <li>c) Provide customer service helpdesk and consulting support to the Areas</li> <li>d) Effectively manage public records requests and Director's Assignments</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule on-site visitations and/or ePop sessions with Area personnel to provide new or remedial training on an as-needed basis [FY10; ongoing]</li> <li>• Increase the involvement of Area Administrative Assistants in transactional processes and the use of IMS through targeted training [FY10; ongoing]</li> <li>• Update procedures and forms in a timely manner based on procedure and performance audits [ongoing]</li> <li>• Ensure timely and responsive communications to all inquiries through the LMR Admin Support email account [ongoing]</li> <li>• Meet all 3-day and 10-day public records request deadlines and Director's Assignment deadlines [ongoing]</li> </ul>

**PURPOSE**

To conserve and protect six million acres of private, state, and federal forest lands by preventing and/or suppressing all unwanted fires; to enhance forest management of state endowment lands by utilizing fire as a management tool; and to help communities better cope with wildfire in the wildland/urban interface.

<b>Goal</b>	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
1. Provide for Firefighter Safety	1. Ensure consistent, quality equipment, training and information to crews	a) Conduct fire district readiness reviews	<ul style="list-style-type: none"> <li>• Conduct spot checks on at least five district operations to ensure that firefighters are trained, equipped, and fit for safe and effective fire suppression assignments [ongoing]</li> </ul>
2. Provide Program Leadership	1. Ensure consistent, high quality policy information  2. Prepare agency and local government cooperators for a major fire event in the wildland urban interface	a) Provide technical and administrative support to Supervisory Areas  a) Facilitate the development of simulation/gaming exercises to train and develop skill sets	<ul style="list-style-type: none"> <li>• Ensure maintenance of procedures manuals designed to assist field personnel in consistent administration of fire management programs [ongoing]</li> <li>• Deploy internal updates to manuals via the Intranet [ongoing]</li> <li>• Design appropriate joint simulation exercises with at least one county per year [ongoing]</li> <li>• Participate fully in the Idaho Fire Plan working group and encourage county fire committees [ongoing]</li> <li>• Meet with federal cooperators and local county fire organizations at least annually [ongoing]</li> </ul>

**PURPOSE**

Enforce log scaling (measurement) standards prescribed by statute and regulation.

Goal	Objectives	Strategies	Measures
1. Professional quality log scaling for the benefit of Idaho timber interests	1. Uniform log scale	a) Ensure measurement standards are applied  b) Provide opportunities to improve scaler experience	<ul style="list-style-type: none"><li>• Perform minimum of 120 check scales annually to ensure measurement standards [ongoing]</li><li>• Conduct minimum of two (2) scaling workshops annually to provide training [ongoing]</li></ul>